

DOCUMENT RESUME

ED 112 148

CE 004 941

AUTHOR Guinn, Nancy
TITLE Identification of Service Irritants: Australia, Canada, United Kingdom, and United States.
INSTITUTION Air Force Human Resources Lab., Brooks AFB, Texas.; Air Force Human Resources Lab., Lackland AFB, Tex. Personnel Research Div.
REPORT NO AFHRL-TR-75-52
PUB DATE Jul 75
NOTE 25p.
EDRS PRICE MF-\$0.76 HC-\$1.58 Plus Postage
DESCRIPTORS Comparative Analysis; Enlisted Men; Foreign Countries; *Job Satisfaction; *Military Personnel; *Military Service
IDENTIFIERS Australia; Canada; Great Britain

ABSTRACT

Negative aspects concerning military career and service life can have widespread effects in many aspects of the military personnel system. Areas of irritants in the military service discussed, involving Australia, Canada, U.K., and the U.S., are the following: negative aspects of service life, sources of job satisfaction in the military service, and factors related to the termination of service. Identifying these negative aspects would lead to an understanding of the problem viewed by servicemen as irritants in their military career and popular misconceptions of the military service. Deterrents for enlistment motivation in Australia and the U.K. were identified as inadequate monetary compensation and the service term required. Common negative aspects of military service life include dissatisfaction with pay, problem of family separation, and inconveniences of changing stations. Sources of job dissatisfaction among personnel is the performance of duties not directly related to their specialized areas. Military rules and regulations account for the problem of turnover in military service. A bibliography is appended. (EC)

* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *

SEP 16 1975

CE

AIR FORCE



HUMAN RESOURCES

IDENTIFICATION OF SERVICE IRRITANTS:
AUSTRALIA, CANADA, UNITED KINGDOM AND
UNITED STATES

By
Nancy Guinn

TPU-1 Panel Member
The Technical Cooperation Program (TTCP)

PERSONNEL RESEARCH DIVISION
Lackland Air Force Base, Texas 78236

July 1975

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY.

Approved for public release; distribution unlimited.

LABORATORY

AIR FORCE SYSTEMS COMMAND
BROOKS AIR FORCE BASE, TEXAS 78235

ED112148

CE004941

NOTICE

When US Government drawings, specifications, or other data are used for any purpose other than a definitely related Government procurement operation, the Government thereby incurs no responsibility nor any obligation whatsoever, and the fact that the Government may have formulated, furnished, or in any way supplied the said drawings, specifications, or other data is not to be regarded by implication or otherwise, as in any manner licensing the holder or any other person or corporation, or conveying any rights or permission to manufacture, use, or sell any patented invention that may in any way be related thereto.

This memorandum was submitted by Personnel Research Division, Air Force Human Resources Laboratory, Lackland Air Force Base, Texas 78236, under project DADD 1000, with Hq Air Force Human Resources Laboratory (AFSC), Brooks Air Force Base, Texas 78235. Dr. Nancy Guinn, Demographic and Attitudinal Research Branch, was the task scientist.

This memorandum has been reviewed and cleared for open publication and/or public release by the appropriate Office of Information (OI) in accordance with AFR 190-17 and DoDD 5230.9. There is no objection to unlimited distribution of this report to the public at large, or by DDC to the National Technical Information Service (NTIS).

This technical memorandum has been reviewed and is approved.

LELAND D. BROKAW, Technical Director
Personnel Research Division

Approved for publication.

HAROLD E. FISCHER, Colonel, USAF
Commander

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER AFHRL-TR-75-52	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) IDENTIFICATION OF SERVICE IRRITANTS: Australia, Canada, United Kingdom and United States		5. TYPE OF REPORT & PERIOD COVERED Technical Memorandum
		6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s) Nancy Guinn		8. CONTRACT OR GRANT NUMBER(s)
9. PERFORMING ORGANIZATION NAME AND ADDRESS Personnel Research Division Air Force Human Resources Laboratory Lackland Air Force Base, Texas 78236		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS 62703F DADD 1000
11. CONTROLLING OFFICE NAME AND ADDRESS Hq, Air Force Human Resources Laboratory (AFSC) Brooks Air Force Base, Texas 78235		12. REPORT DATE July 1975
		13. NUMBER OF PAGES 24
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		15. SECURITY CLASS. (of this report) Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Service irritants Dissatisfaction with military service Military attitudes		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) A review of research on service irritants cited by military servicemen in Australia, Canada, United Kingdom, and United States revealed an outstanding degree of similarity in responses. Certain factors such as inadequate pay, domestic problems associated with military life, change of station, and military rules and regulations were universally mentioned as negative aspects of a military career. The effect of these irritants on enlistment motivation, job satisfaction, and retention were discussed.		

DD FORM 1 JAN 73 1473 EDITION OF 1 NOV 65 IS OBSOLETE

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

PREFACE

This research was conducted under Project DADD 1000, The Technical Cooperation Program.

TABLE OF CONTENTS

I. Introduction	Page 5
II. Effect of Irritants on Recruitment/Procurement	5
Australia.	6
United Kingdom (UK).	6
Summary.	7
III. Negative Aspects of Service Life	7
Australia.	8
Canada	11
United Kingdom	11
United States.	13
Summary.	13
IV. Sources of Job Dissatisfaction in the Military Service . . .	13
Australia.	14
United Kingdom	14
United States	14
Summary.	16
V. Factors Related to Termination of Service.	16
Australia.	16
United Kingdom	16
United States	17
VI. Concluding Comments.	17
References	20

LIST OF TABLES

Table		Page
1	Factors Receiving a Negative Rating Affecting Enlistment Motivation	7
2	Most Important Factors Related to Dissatisfaction with Service Life	9

LIST OF TABLES (Continued)

Table		Page
3	Most Important Reasons for Deterioration of Attitude toward Service	10
4	Areas of Possible Improvement.	12
5	Potential Dissatisfiers Identified by Military Personnel . .	15
6	Summary of Major Irritants in Military Service	18

IDENTIFICATION OF SERVICE IRRITANTS:

Australia, Canada, United Kingdom and
United States

I. Introduction

Every nation is concerned with procuring and retaining a sufficient number of military personnel to maintain their required defense posture. This concern is accentuated in those countries which no longer depend on conscription as a method to obtain an adequate number of young men and women to meet required force levels. To solve this problem, attention has been focused on the development of procurement and retention strategies which will be effective in attracting young people into military service. One approach has been to identify factors negatively affecting enlistment motivation, sources of job frustration or dissatisfaction, and aspects which do not foster a favorable career decision that might be changed to make military service a more viable career choice.

At the January 1974 meeting of the Technical Cooperation Program (TTCP) TPU-1 working panel, the compilation of service irritants identified by military members was accepted as a topic of common interest to participating TTCP nations. To accomplish this objective, TPU-1 panel members in Australia, Canada, United Kingdom (UK) and United States (US) were requested to forward completed reports and/or research findings related to this topic. The purpose of this report is to review the information received from the panel members on service irritants, making comparisons across services and across nations where feasible.

It should be recognized that this report is restricted in its coverage of research on service irritants to those reports which were submitted by TPU-1 panel members. It should also be noted that the specific career fields from which sample populations were drawn may reflect those specialties in which acute problems were being experienced. Therefore, their perceptions of problems associated with the military may not be representative of service members in general.

II. Effect of Irritants on Recruitment/Procurement

It is realized that negative aspects concerning a military career and service life can have widespread effect in many areas of the military personnel system. For instance, accurate or inaccurate, perceived irritants can make the function of recruitment a difficult job. An individual may not consider military service as a possible career based on erroneous information or some misconception he has gotten concerning service life. In the following paragraphs, findings of research specifically directed

toward identifying problem areas which servicemen viewed as having a negative influence on joining the service are discussed.

Australia. In a study by Salas (1969), it was found that civilian nurses view appointment conditions surrounding entry into the Royal Australian Army Nursing Corps (RAANC) as a deterrent to potential applicants. The "signing-on" for a fixed term appears to be the primary problem, although there is evidence that variations in term of commitment may affect the strength of the deterrent effect. In addition, a loss of personal autonomy or control over career is a persistent element in the general image of service life held by civilian nursing trainees and RAANC officers which more than likely constitutes a negative influence toward entering service.

United Kingdom (UK). In response to the question asking for those factors which might discourage a young man from joining the Engineering Branch of the Royal Air Force (RAF), the principal reasons given by engineering officers included the poor status of engineers, the public feeling of anti-militarism, and the lack of overseas tours/travel. Other commonly perceived disincentives to military service mentioned included the lack of engineering content in their jobs, domestic problems, such as separation from family and inadequate housing facilities, political uncertainty about the future of the RAF, inadequate monetary compensation, and length of service commitment (Levene, 1971).

Macdonnell, Wrennall and Jessup (1972) completed a comprehensive survey of medical personnel attitudes toward recruitment and the satisfaction or frustration they derive from their work and life in service. When these medics were asked to rate the strength of certain factors on their decision to join the service, a majority of the factors studied were rated as positive. It should be recognized that the medical sample rating these factors did in fact enter service, and their perceiving most aspects of service positively and only mildly negative would be expected. However, those factors receiving a negative overall mean rating on a scale of +2 (strong influence to join) to -2 (strong influence not to join) are listed in Table 1. Regimentation and commitment for a definite period of time received the strongest negative ratings by each group. Dentists, unlike the doctors surveyed, also gave an overall negative rating to rates of pay. When male noncommissioned nurses were further queried concerning other aspects not covered in the survey which might discourage people from joining the service, 70 percent of all surveyed mentioned discrimination of some form, either in terms of limited promotion for male nurses and/or lack of status with female nurses, and lack of post-graduate training.

Table 1. Factors Receiving a Negative Rating
Affecting Enlistment Motivation^a

Factor	Mean Scale Rating ^b				
	Officer			Non-Commissioned	
Description	Doctors	Dentists	Nurses	Male Nurses	Female Nurses
Service Regimentation	-.36	-.27	-.24	-.15	-.17
Opportunity for Private practice	-.26				
Definite service commitment	-.35	-.26	-.15	-.11	-.37
Rates of pay		-.21			

^aData taken from report by Macdonnell et al, 1972 - Tables 2.14, p8; 3.14 p40; 5.19, p82; 6.6, p100 and 7.5, p123

^bRating scale: +2 (strong influence to join) to -2 (strong influence not to join)

Summary. In both Australia and the UK, enlistment motivation is seen to be adversely affected by inadequate monetary compensation and the service commitment requirement. Other deterrents mentioned appear to be either career-field or nation specific.

III. Negative Aspects of Service Life

After an individual has joined military service, he becomes aware of military rules, regulations, and aspects of military life which affect his occupational aspirations and/or personal life. Often he makes comparisons between his particular job in the military and a similar civilian position. If queried, most military members are able to enumerate those aspects of service life in which they would like to see changes effected.

Australia. In the early stages of a military tour, 67 percent of the recruits in the Australian Army who were surveyed indicated the most stressful aspects in a recruit's service life were "reactions to authority, discipline, and imposed routine." Loss of general autonomy of speech and actions, and separation from family, wife, friends and past life were also identified by over a third of the survey sample as stressful factors.^a

An anonymous survey of service members in the Australian forces designed to explore the various areas of dissatisfaction with service life revealed pay was the most commonly and frequently cited source of dissatisfaction across all services. A total of 62.5 percent of the Navy officers, 53.5 percent of the Army officers, and 48.9 percent of the Royal Australian Air Force (RAAF) officers express dissatisfaction with their military compensation (Salas, 1971b). Responses from Navy, Army and Air Force servicemen concerning their dissatisfaction with pay was even greater than that expressed by officer personnel. A total of 79.6 percent of the sailors, 70.8 percent by Army personnel, 79.2 percent of the airmen indicated dissatisfaction (Salas, 1971c). Other dissatisfactions with service life mentioned in this survey are shown in Table 2. Postings/change of station appears to be another major area of dissatisfaction with both officer and enlisted personnel (Salas, 1971a and b). The dissatisfaction with postings stems from the frequencies and uncertainties of postings, as well as separations from family, housing problems, and concern with dependents' education which result from postings. Service housing is also a highly ranked dissatisfaction, especially among married officers. In addition, personnel management systems achieved some negative prominence in all three samples of officer personnel.

Results from the same survey also indicated that a generalized deterioration of attitude towards the service occurred after joining (Salas, 1971a and b). Table 3 enumerates the factors given as important in the overall decline. Pay appears to be one of the most important factors contributing to a negative orientation toward the services. Disillusionment of joining expectations appears especially important among single men.

In surveying cadets at the Australian Army Officer Cadet School as to their perceptions of the main dissatisfactions with Army life, expressed sources of dissatisfaction center around pay, man-management variables and the Army managerial system. Overall, only a low proportion of respondents achieved unanimity on common themes, and results did not definitively point out sources of acute or chronic dissatisfaction (Salas, 1973).

^aOwens, personal communication, Jul 74.

Table 2. Most Important Factors Related to Dissatisfaction with Service Life^a

	OFFICER PERSONNEL										ENLISTED PERSONNEL																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
	NAVY					ARMY					RAAF					SAILORS					ARMY					AIRMEN																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
	SBLT	LEUT	LCDR	CDR & ABOVE	2d LT & LT	CAPT	MAJ	LCOL & ABOVE	PLT/FLG OFF	FLY LT	SO LDR	WG LDR & ABOVE	COMDR	ORD	AB-L/HAND	PO-CPO	PTE	LCPL	SGT-WO1	AC	LAC-CPL	WO																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
Area of Dissatisfaction	S	Mb	M	M	S	M	S	M	S	M	Sb	M	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S	M	S

^a Data taken from reports 7/71-SALAS, p-50, 54, 58 & 8/71, p 85, 89, 93

^b Responses not rankable

**Equal rank

Table 3. Most Important Reasons for Deterioration of Attitude Toward Service^a

FACTOR	SAILORS						ARMY						AIRMEN						RAAF OFFICERS						WG CDR & ABOVE												
	ORD			AB-L/HAND			PO-CPO			F/E			LCPL-CPL			SGT-MO1			AC			LAC-CPL				SGT-MO			PLT/FLG			FLT LT			SQN LDR		
	S	M	H	S	M	H	S	M	H	S	M	H	S	M	H	S	M	H	S	M	H	S	M	H		S	M	H	S	M	H	S	M	H			
Pay				X						X	X		X			X			X			X**	X														
Messing																																					
Postings	X												X																								
Pay Group																																					
State of Service																																					
Expectations Not Required	X**									X			X						X	X		X**															
Man Mgmt	X**			X						X											X																
Pers Mgmt																																					
DFRBF																																					
Job Conditions																																					
Service Housing																																					

^a Data taken from Report No. 8/71, p101, 106, 110 & Report 7/71, p63 (SALAS)

^b Responses not rankable

**Equal Rank

To complete the picture of service life as perceived by military members, interview data in addition to survey responses were obtained from a sample of sailors, soldiers, and airmen (Salas, 1971d). Interviewees were requested to delineate those areas where civilian employment conditions are perceived as being better than their military counterparts. The main advantages of a civilian job focused on job conditions in the military, e.g., hours worked including weekend work, shift work, physical aspects of the job, and job-caused separations from family and friends. Other factors discussed in the interviews included lack of subjection to posting and the freedom associated with a civilian atmosphere. Although the interview protocols provided some unique data, findings generally supported the survey studies mentioned earlier.

Canada. In an effort to improve the Canadian Defense Force, a task group was appointed to study and pinpoint areas in which improvements are needed. The areas identified for further study are listed in Table 4. Although there was no attempt to identify the relative importance of the areas or to study the effect of these irritants on recruitment, job dissatisfaction, or retention, the list enumerates areas of concern about service life in the Canadian forces similar to those expressed in the other TTCP countries. For example, dissatisfaction was prevalent among a considerable number of members on the subject of misemployment which contributes to an overall lowering of morale and inhibition of career progression. Rather strong opinions surfaced on the housing/quarters/messing facilities issue for both married and single service members. A great deal of dissatisfaction was also voiced over little recognition and compensation for long hours of work, loss of weekends and family separation, posting and career procedures.

United Kingdom. Unpleasant aspects of service life cited by doctors indicated domestic problems resulting from travel and changing location as the most common factor. The second most frequently mentioned area included the frustrations of regimentation and restrictions of liberty traditionally associated with being a member of a military organization. Overall, dentists report they are highly satisfied with service life. For nursing officers, the major dissatisfaction centered around restrictions and inconveniences associated with living in an all female mess. Male noncommissioned nurses again complained of discrimination against them in favor of female nurses. Since males tend to be married, domestic separation is also an issue for them; for the female noncommissioned group, living accommodations are a problem. All nurses appear to be dissatisfied with the amount of bureaucracy and rigidity in the system (Macdonnell et al, 1972).

Table 4. Areas of Possible Improvement^a

1. Establishment of alternative complaint system
2. Base concept
3. Benevolent Funds
4. Choice of mover-furniture and effects
5. Preview Code of Service discipline
6. Credit Union
7. Death benefits
8. Dependent's education/living quarters
9. Dependent's medical/dental services
10. Use/Abuse of drugs
11. Fringe benefits
12. Review of grievance procedure
13. Policy on homosexual behavior
14. Leave Policy
15. Retirements - low interest housing loans
16. Mess membership
17. Misemployment
18. Pay & Allowances (military compensation)
19. Pension reductions - military annuitants in the Public Service
20. Personal grooming
21. Personal records - maintenance & use
22. Physical education & recreation facilities
23. Policy regarding political activities
24. Centralized Personnel Management - Posting & Career Procedures
25. Married Quarters
26. Single Quarters
27. Release/Retirements benefits
28. Professional Services
29. Service/Civilian working relationship
30. Uniform Clothing Issue, replacement & dress policy
31. Policy & Compensation for long work days and family separation
32. Review of administrative regulations
33. Breakdown of communications - Chain of Command
34. Commercial services in the Canadian Forces - CANEX
35. Men's payfield differential

^aPersonal Comm Lt Col M.A. Martin, Canadian Forces Personnel Applied Research Center 13 Aug 74

United States. In research accomplished by the US Navy, wives of officer and enlisted personnel were asked to rank the most unfavorable aspects of a Navy life. The most commonly mentioned factors focused on the husband's absence from home, pay, and length and/or frequency of deployment (Muldrow, 1971).

In another Navy study, Wilcove (1973) found junior enlisted men dissatisfied with their ability to fulfill their basic existence needs because of low pay. While first-term enlistees indicate that overall they are not dissatisfied with their jobs, they also mentioned the amount of personal freedom that Navy life allows them as a dissatisfier.

In assessing the quality of life in the US Army, a sample of first-term enlisted men were asked to indicate their level of satisfaction on each of 16 dimensions. Results indicated that the overall ratings of 13 of the 16 dimensions of the Army life were in the dissatisfaction range. The three lowest satisfaction ratings were assigned to: 1) the Army's haircut regulations, 2) the extent to which the Army operates on the basis of "hurry-up and wait;" and 3) the condition of housing that the Army provided to personnel (Holz, in press).

Summary. In general, the negative aspects of military service which appear to be common to more than one service and/or country include dissatisfaction with pay, the problems associated with the military member's separation from family, and inconveniences due to postings/change of station.

Although it is well recognized that a military service career requires a certain degree of mobility, separation from family and the disruption caused by a permanent change of station appear to be major sources of dissatisfaction world-wide.

IV. Sources of Job Dissatisfaction in the Military Service

The area of job satisfaction is an important concern for the military. If a military job cannot provide satisfying work to its personnel, it cannot compete with the civilian labor market. In addition, if individuals are not afforded the opportunity to utilize their talents and training, performance effectiveness, productivity, and retention rates are likely to suffer.

It is recognized that there is a great deal of overlap between the factors responsible for job frustration and dissatisfaction, disincentives to enlistment, and the perceived problems of military life. In this section, however, emphasis has been directed toward dissatisfaction with specific job factors.

Australia. In the medical career field, there appears to be only a small percentage expressing dissatisfaction with their jobs. Dissatisfactions mentioned by at least 10 percent of the RAANC officer sample included their feeling of being hampered professionally, loss of autonomy, inadequate pay, and lack of military indoctrination. The two main dissatisfactions identified by noncommissioned nursing personnel are similar to those mentioned by RAANC officers - discipline/restrictions and amount of non-nursing duties. Suggested improvements for the nursing corps focused on a greater opportunity for professional development and more varied experience in the nursing field (Salas, 1969, 1970).

United Kingdom. Major sources of job frustration cited by RAF engineers are misemployment (i.e., duties not related to engineering) and ineffectuality due to being assigned responsibility with very little or no executive authority (Levene, 1971). Among the medics, only a small minority of doctors and dentists express any dissatisfaction with their profession; however, among those who did mention sources of dissatisfaction, inadequate opportunities for self development and poor working conditions were most frequently mentioned. The main complaints expressed by the nursing contingent center on poor administration and supervision, lack of work, or the restricted scope of work (Macdonnell et al, 1972).

United States. A survey of nurses in the US Navy reveal some of the same dissatisfactions with a military nursing career as enumerated by nurses in Australia and the United Kingdom. In general, the least attractive aspects of a nursing career were hospital policy and administration and supervision. Specific suggestions on making the job more appealing included a desire for more personalized detailing, greater opportunity to specialize and gain more formal education, more direct patient care, less frequent rotation between wards, and better supervision (Dann, 1972).

Table 5 compares the results of survey responses with different groups of Navy and Air Force service personnel on areas of dissatisfaction with their military job. Respondents were asked to rank a number of job attributes on two dimensions: Their importance to the individual and their perceived possibility of attainment in military service. Factors ranked highly important but relatively unobtainable in military service were considered potential dissatisfiers. Loss of autonomy appears to be the main dissatisfier among Air Force groups. Failure to make full use of abilities and the possibility that promotional policy or success in a military career may not be based on ability alone are common dissatisfiers to both Navy and Air Force personnel. Officers in both services who have been on active duty for any length of time mention their concern with administrative/personnel policies and the disruption to their family life as areas of job dissatisfaction. (Githens, 1966; Shenk, 1969; Guinn, Alley & Truax, 1972; Guinn & Truax, 1973).

Table 5. Potential Dissatisfiers Identified by Military Personnel

AREA OF DISSATISFACTION	NROTC Off ^a	AFROTC Cadets ^b	OTS Trainees ^c	Airmen ^d	USAF Off ^e
Personal control		X	X	X	X
Independence on the job		X	X		
Utilization of talent-full use of abilities	X	X	X		X
Interesting job				X	
Feeling of achievement/ accomplishment	X				X
Promotions based on ability/success on ability alone	X	X	X		X
Pay		X		X	
Recognition			X	X	
Work under consistent and intelligent personnel policies	X				X
Competent supervision					X
High quality co-workers				X	
Satisfactory home life	X				X

^aNROTC officer data taken from SRR 66-11 (Githens, 1966)

^bAFROTC cadet data taken from AFHRL-TR-72-22 (Guinn, Alley & Truax, 1972)

^cOTS trainee data taken from AFHRL-TR-73-28 (Guinn & Truax, 1973)

^dFirst term airman data taken from AFHRL-TR-73-28 (Guinn & Truax, 1973)

^eUSAF officer data taken from AFHRL-TR-69-33 (Shenk, 1969)

Summary. Among all groups of personnel, a common source of dissatisfaction appears to be the requirement to perform duties not related directly to their specialized area. Although this seems to be a common problem it is not confined to the military environment only. In industry as well as in the military, an increasing amount of administrative and managerial duties are required in the normal progression of career personnel into higher levels of responsibility.

V. Factors Related to Termination of Service

The problem of turnover is experienced by all branches of the service. The failure of adequate numbers of military personnel to remain on active duty requires the military services to procure, train, and replace large numbers of personnel to fulfill necessary manning requirements. To minimize these costly losses, efforts have been directed toward assessing the opinions and attitudes of military personnel to gauge the perceived attractiveness of a military career and indicate areas where changes might encourage a decision in favor of a military career.

Australia. In enumerating the reasons against remaining in service, Australian servicemen rank pay as the most common and important reason. Disruptions to family life associated with postings is another highly ranked reason for likely separation, especially among Army personnel. In the Navy, family life is also cited as an important deterrent to re-engagement. When asked to enumerate what reasonable improvements could be made to make the service more attractive as a career, improvements to pay were of primary importance. Other changes for suggested improvement included service housing, postings, pay group, retirement benefits, allowances and personnel management (Salas, 1971c).

United Kingdom. Analyses from two studies to identify factors which influence the decision to extend or reengage in the RAF produced similar findings (Jessup, 1971; Hardinge, 1971). There appears to be a consensus that factors affecting home and family life such as children's education, living accommodations, and family life are reasons influencing one to terminate service. However, these factors do not appear to be the most important ones affecting the career decision. In general, work-related factors are found to be of primary importance and tend to influence servicemen positively toward a service career.

An important reason for leaving the Royal Navy cited by survey respondents is their opinion that there are too many petty rules and regulations. Approximately 87 percent of those purchasing their discharge at the 4-5 year point agree that this factor is an important reason for separation. About 20 percent of those purchasing their dis-

charge indicate this aspect of Naval life as the most important in their decision to leave whereas only three percent at the nine year point consider this aspect most important.^a

In a project to determine why soldiers leave the Army, Lakin (no date) found that the girl friend's influence is certainly a factor for single men. Single living accommodations and discipline are also cited by single servicemen as deterrents to re-engagement. In the case of living accommodations, it may be the fact that they are single rather than the accommodation itself that is the real irritant. For married men, dependents' education, the effect on family life, and unaccompanied tours appear to encourage termination of service.

United States. In general, research studies in the different services to identify factors which negatively influence career decisions often reflect the same categories of problems enumerated in one of the sections discussed above. For example, officer respondents who left the Navy after serving less than five years active duty indicated they perceived little or no chance of obtaining success through ability alone, full utilization of talent, satisfactory home life, and working under consistent and intelligent personnel policies in a Navy career (Neumann, Abrahams, and Githens, 1972). In another study, shipboard living conditions were cited as an influence against a Naval career by 56 percent of the enlisted and 51 percent of the officer personnel surveyed (Broedling, 1970).

Separation from family, job dissatisfaction, isolated tours, and inadequate pay were most frequently identified as negative factors influencing career decisions among USAF officer personnel (Shenk, 1970).

In a US Army study, the career intentions of a sample of first term volunteers were found to be significantly influenced by their evaluations of their opportunities for advancement, the Army's hair-cut regulations, the meaningfulness of their work, and their equal treatment regardless of race (Holz, 1974).

VI. Concluding Comments

A review of the irritants cited by military members in Australia, Canada, United Kingdom, and United States reveals an outstanding degree of similarity in responses. Certain factors are universally considered to be problem areas. Among those listed in Table 6, inadequate pay, domestic problems associated with military life, change of station, and military rules and regulations achieved negative prominence in every country.

^aPersonal communication from E. Elliott, Senior Psychologist (Naval) to A. Cassie, TPU-1 National leader, United Kingdom, 28 Jul 74

Table 6. Summary of Major Irritants in Military Service

<u>Irritant</u>	<u>Australia</u>	<u>Canada</u>	<u>United Kingdom</u>	<u>United States</u>
Misemployment/duties unrelated to career field	X	X	X	X
Inadequate monetary compensation	X	X	X	X
Domestic problems related to military life (separation from family, housing, etc.)	X	X	X	X
Change of station/postings/isolated tours	X	X	X	X
Loss of personal autonomy/freedom	X		X	X
Restrictions/rules and regulations	X	X	X	X
Length of service commitment appointment conditions	X		X	X

Although the importance of pay was found to be influenced by the economic outlook at the time servicemen were surveyed and/or the recency of pay raises; nevertheless, it was a common factor of primary importance to most groups surveyed. Personnel in specialized/technical areas also complained of the amount of time they had to spend in duties not directly related to their career field. Of those surveyed, nurses in three countries and engineers from the UK voiced this grievance. In addition, the rules and regulations of military service are often seen as petty and overly restrictive of personal freedom. It is obvious that certain rules and regulations are mandatory; however, a more detailed investigation of the specific areas which are considered too restrictive was not attempted.

Obviously changes of station/postings required by active duty service cause a multitude of domestic problems; the inconvenience and disruption to family life of the actual move appears to be accentuated by subsidiary problems related to dependents' education and service housing.

Although some irritants appeared to be universal, it was also noted that the percentages expressing dissatisfaction with military service were in most instances counterbalanced by an equal proportion of individuals expressing little or no dissatisfaction with their service career.

REFERENCES

- Broedling, Laura A. The opinions of Navy personnel regarding shipboard living conditions. Washington, D.C.: Naval Personnel Research and Development Laboratory, May 1970.
- Dann, Joyce. Sources of job satisfaction and dissatisfaction among Navy nurses. Research Report SRR 73-10. San Diego, California: Naval Personnel and Training Research Laboratory, Bureau of Naval Personnel, September 1972.
- Githens, W. H. The values of junior officers. Part I: Importance, obtainability and comparability of various career values SRR 66-11. San Diego, California: U.S. Naval Personnel Research Activity, Bureau of Naval Personnel, January 1966.
- Guinn, N., Alley, W.E., and Truax, S.R. Important Factors in Motivating AFROTC Officer Personnel in a zero-draft environment. AFHRL-TR-72-22. Lackland AFB, Texas: Personnel Research Division, Air Force Human Resources Laboratory, March 1972. (AD-754 965)
- Guinn, N., Truax, S.R. Comparison of volunteer attitudes and Career Motivation among Officer & Airman personnel. AFHRL-TR-73-28. Lackland AFB, Texas: Personnel Research Division, Air Force Human Resources Laboratory, October 1973. (AD-772 676)
- Hardinge, N.M. Extension of service intentions - 1970 Survey. Memo No. 175. Ministry of Defence, London, S.W.1.: Science 4 (RAF), May 1971.
- Holz, R.F. and Gitter, A.G. Assessing the Quality of life in the US Army. Arlington, VA: Individual Training and Performance Research Laboratory, U.S. Army Research Institute for the Behavioral and Social Sciences, September, 1974
- Jessup, Gilbert. Survey of re-engagement intentions II (May 1970). Memo No. 173. Ministry of Defence; London, SW 1: Science 4 (RAF), March 1971.
- Lakin, F. H. Reasons for leaving the Army. Technical Memorandum APRE 22/73(TM). Ministry of Defence, Farnborough, Hants: Army Personnel Research Establishment, no date.
- Levene, R. Engineer Officer Career Study - a preliminary interview survey. Research Note No. 542, Ministry of Defence, London, SW 1: Mod Science 4 (RAF), July 1970.

- Levene, R. A career study of RAF engineer officers, Memo No. 169. Ministry of Defence, London, SW 1: Science 4 (RAF), January 1971.
- Macdonnell, R.C., Wrennall, M.J. and Jessup, Gilbert. Attitudes of doctors, dentists and nurses towards their careers - Part I. APSSP Report No. 105. Ministry of Defence, London, SW1: Science 4 (RAF), 1972.
- Macdonnell, R.C., Wrennall, M.J. and Jessup, Gilbert. Attitudes of doctors, dentists and nurses towards their careers - Part II. APSSP Report No. 105. Ministry of Defence, London, SW1: Science 4 (RAF), 1972.
- Muldown, T.W. Navy wives' perceptions of conditions of Navy life. WSR 71-7. Washington, D.C.: Naval Personnel Research and Development Laboratory, Bureau of Naval Personnel, March 1971.
- Neumann, I., Abrahams, N.M., and Githens, W.H. The values of junior officers. Part II: The relationship between career values and retention. SRR 72-23. San Diego, California: Naval Personnel and Training Research Laboratory, May 1972.
- O'Gorman, J.G. Review of Research on Re-engagement among Australian Regular Army Other Ranks. Report No. 2/72. Albert Park Barracks, Melbourne, Australia: Australian Army Psychological Research Unit, February 1972.
- Salas, R.G. A survey of attitudes held towards the Royal Australian Army Nursing Corps; Part I - Regular Officer and Civilian Attitudes. Report No. 3/69. Albert Park Barracks, Melbourne, Australia: Australian Army Psychological Research Unit, May 1969.
- Salas, R.G. A survey of attitudes held towards the Royal Australian Army Nursing Corps, Part II - Other Ranks Attitudes. Report No. 1/70, Albert Park Barracks, Melbourne, Australia: Australian Army Psychological Research Unit, January 1970.
- Salas, R.G. Interim report for the committee of inquiry into services pay; Part I - Male Army Officers. Report No. 1/71. Albert Park Barracks, Melbourne, Australia: Australian Army Psychological Research Unit, May 1971. (a)
- Salas, R.G. Final report for the committee of inquiry into services pay, questionnaire survey serving Male, Navy, Army and RAAF Officers. Report No. 7/71. Albert Park Barracks, Melbourne, Australia: Australian Army Psychological Research Unit, August 1971. (b)

Salas, R.G. Final report for the committee of inquiry into services pay, questionnaire survey, serving male, sailors, Army other ranks and airmen. Report No. 8/71. Albert Park Barracks, Melbourne, Australia: Australian Army Psychological Research Unit, September 1971. (c)

Salas, R.G. Final report for the committee of inquiry into services pay, Psychologist's Interview, serving male, Sailors, Army other ranks and airmen, Report No. 9/71. Albert Park Barracks, Melbourne, Australia: Australian Army Psychological Research Unit, September 1971. (d)

Salas, R.G. The expectations, social attitudes, values, motivations, interests and satisfactions of Australian Army officer cadets. Report No. 5/73. Albert Park Barracks, Melbourne, Australia: Australian Army Psychological Research Unit, August 1973.

Shenk, F. Career indications among junior officers. AFHRL-TR-69-33. Lackland AFB, Texas: Personnel Research Division, Air Force Human Resources Laboratory, September 1969. (AD-703 728)

Shenk, F. Changes in Career intent during initial tour of active duty. AFHRL-TR-70-49. Lackland AFB, Texas: Personnel Research Division, Air Force Human Resources Laboratory, December 1970. (AD-722 408)

Wilcove, Gerry L. Need satisfaction among junior enlisted men and junior officers. Washington, D.C.: Naval Personnel Research and Development Laboratory, Bureau of Naval Personnel, June 1973.